Saskatchewan Centennial 2005

100 YEARS OF HEART

2005-2006 PROVINCIAL BUDGET
PERFORMANCE PLAN

SASKATCHEWAN GOVERNMENT RELATIONS

105-05098/

Ministers' Message

We are pleased to present the Performance Plan for Saskatchewan Government Relations for 2005-06. This plan demonstrates our ongoing commitment to serve the people of Saskatchewan in an accountable and transparent manner.

The goals and actions of our performance plan reflect the diverse nature of our Department. Many of the key activities and initiatives are already well underway.

One of the priorities for 2005-06 is *The Municipalities Act* which is currently before the Legislative Assembly. This new legislation will consolidate the existing rural and urban municipality acts. This legislation will advance and strengthen rural and urban municipalities and create opportunities for more effective local government.

During 2005, our centennial year, approximately 4,200 Saskatchewan Centennial Medals will be presented to individuals at ceremonies across the Province. This medal is an honour of the Province to recognize the important role individuals have played in the development of our communities.

Bolstering the workforce and economy of our province through continued expansion of the Saskatchewan Immigrant Nominee Program is another priority. We also intend to make the program more flexible in 2005-06 for immigrants who want to own and operate a business in Saskatchewan.

We remain committed to enhancing the services offered to Saskatchewan's Francophone community. The implementation of the Government of Saskatchewan French-language Services Policy is an important first step and outlines a phased-in approach to reaching service goals in the areas of communication, service delivery and development, and consultation with the Francophone community.

These are just a few of the many and diverse actions planned by Government Relations in the upcoming fiscal year, in our efforts to serve the people of Saskatchewan. We commit to completing the actions identified in our plan and look forward to reporting on our actual progress in July 2006.

Len Taylor
Minister of Government Relations

Pat Atkinson
Minister Responsible for Immigration

Joan Beatty
Provincial Secretary

Who We Are

Effective October 1, 2004, the former Department of Government Relations and Aboriginal Affairs underwent significant restructuring that resulted in the creation of two new departments: Government Relations, and First Nations and Métis Relations. This plan is reflective of the components of the plan relating to the Government Relations functions of the former department.

Government Relations (GR) is a diverse Department with several main areas of responsibility. We promote Saskatchewan's interests through the management of the Province's relationships with other governments, in Saskatchewan, Canada and abroad. The Department works in partnership with communities to support local governance, provide financial and professional support and develop legislation, regulations and other policies to meet the changing needs of municipal governments. The Department also co-ordinates and manages matters related to Government House, French-language services, official protocol, provincial honours, and provides administrative services to the Office of the Lieutenant Governor.

Government Relations employs nearly 200 people, with offices in Regina, Saskatoon, La Ronge and Buffalo Narrows, and is comprised of three divisions; Intergovernmental Relations, Municipal Relations, and the Provincial Secretary. These divisions work collectively, in an integrated fashion, to fulfill the Department's mandate through delivery of a variety of programs and services.

INTERGOVERNMENTAL RELATIONS

Intergovernmental Relations has both a Canadian focus, namely the management of federal-provincial, including constitutional, and inter-provincial relations, and an international focus, including trade policy, international relations and immigration. The Office of French-language Co-ordination provides the Francophone community with a single access point into the provincial government and assists government departments, Crown Corporations and agencies in providing services in French.

Federal-provincial and constitutional relations advance Saskatchewan's economic, social and constitutional interests through the strategic management of intergovernmental partnerships within Canada. The trade policy function develops and advances Saskatchewan's objectives in domestic and international trade (market access) negotiations and disputes, while the international relations function co-ordinates the strategic management of provincial interests abroad. Immigration programs help meet critical labour market needs and business opportunities in the Province, and address issues related to integration and settlement services and credential recognition for immigrants and refugees. Information on our immigrant

attraction program, the Saskatchewan Immigrant Nominee Program, can be found at www.immigrationsask.gov.sk.ca.

The primary partners for these functions, both domestic and international, are other Canadian governments and organizations involved in managing the intergovernmental dimensions of these files.

MUNICIPAL RELATIONS

The Department provides financial, advisory and professional support to local governments to meet the changing needs of Saskatchewan people in 13 cities and 474 other urban municipalities, 296 rural municipalities and 24 northern municipalities. The Department works with the municipal sector to develop legislation, regulations and policies that build good local government and define and protect public interests in Saskatchewan's system of local government. The Department is also responsible for municipal administration and operations in the Northern Administration District.

Key partners include municipal councils and administrators, municipal associations, community planners and property assessment appraisers. The Department works closely with other provincial departments and in consultation with other Provinces and territories in carrying out its responsibilities.

The performance results are reliant on the municipal sector's compliance with provincial legislation and program funding requirements and accountability to the public and the provincial government. The municipalities are accountable to the provincial government regarding the use of the funding they receive from provincial government programs. They are accountable to the public and the government for complying with provincial legislation requirements and accountable to the public to provide good local governance. The legislation balances local autonomy with accountability. The municipal audited financial statements are one tool for achieving accountability by showing the public and the government how municipal funds are spent. Public access to assessment data for property tax purposes is another form of accountability.

The Department is accountable to the municipal sector by ensuring full consultation prior to making government decisions that impact municipalities. The satisfaction by the municipal sector with the Department regarding sharing of information and consultations is one way of demonstrating department accountability to the municipal sector.

Government Relations is also a key department involved in the cross-government Safe Drinking Water Strategy. Additional information regarding this strategy can be found at www.se.gov.sk.ca.

PROVINCIAL SECRETARY

Provincial Secretary includes the Office of the Lieutenant Governor, the Office of Protocol and Honours and Government House Museum and Heritage Property.

The Office of Protocol and Honours is responsible for official visits, functions and symbols, and the provincial Honours and Awards Program which recognizes the contributions of our citizens that are vital to the well-being of Saskatchewan people. Government House is a key provincial heritage property whose mandate is to provide tourist and educational programs to schools and the community-at-large, a government hospitality facility, and the Office of the Lieutenant Governor. Saskatchewan's Centennial Year offers an opportunity for increased recognition and celebration events.

Offices within Provincial Secretary interact routinely with members of the public, and with organizations sharing an interest in Saskatchewan's heritage, culture, and the promotion of the accomplishments of our people.

Plan at a Glance

This is the first performance plan publicly released by the new Department of Government Relations. It reflects the strategic decisions required to guide the Department and builds on the Government Relations components of the plan released by the former Department of Government Relations and Aboriginal Affairs in March 2004. The performance plan will continue to evolve as the strategic planning, performance management and public reporting processes mature and stakeholder feedback is incorporated.

The goals and objectives identified in the plan are multi-year in nature. The Department will work toward achieving its objectives in support of meeting broader long-term goals. For each objective, a series of key actions for the 2005-06 fiscal year has been developed to outline how progress will be made in meeting the objective. In addition, a set of performance measures has been included that will also assist in gauging progress toward achieving the objectives.

Following is a summary of the Department's Performance Plan for 2005-06 and beyond. The goals and objectives articulate the outcomes the Department is pursuing in support of its vision. As part of our 2005-06 Annual Report, we will report on actual compared to planned progress in July 2006.

Vision – The citizenship of Saskatchewan people is enriched by:

- creating and maintaining respectful, responsive and effective partnerships between governments in Saskatchewan, Canada and abroad
- celebrating our heritage and honouring our achievements

GOAL #1

Canada's constitutionally recognized communities and people are acknowledged, respected and supported within our Province and federation

OBJECTIVE 1 – *Enhance the delivery of French-language services in Saskatchewan in sectors important to Saskatchewan's Francophone community*

Performance Measures:

- Per cent of survey respondents indicating they are familiar with the Office of French-language Co-ordination (OFLC) and the services it offers
- Per cent of survey respondents indicating that they are satisfied with the quality of service(s) they receive from the OFLC

GOAL #2

Saskatchewan's social, economic, and constitutional interests are advanced, and its values are recognized and reflected, within a strong, united Canadian federation and within the international community

OBJECTIVE 1 – *Saskatchewan makes maximum use of intergovernmental instruments and fora to ensure that developments within Canadian federalism are: respectful of the constitution; enable the Province to fulfill its responsibilities to citizens; and advance provincial policy priorities and interests*

Performance Measures:

- Under development

OBJECTIVE 2 – *Working within the scope of its jurisdictional responsibilities, Saskatchewan uses immigration as a tool to support its economic and labour market objectives, and works with other governments, stakeholders and communities to help in the effective settlement of immigrants and refugees*

Performance Measure:

- Number of provincial nominees per year under the Saskatchewan Immigrant Nominee Program

OBJECTIVE 3 – *Market access for Saskatchewan's exports is increased in a manner consistent with the Government's economic, social, environmental and Aboriginal development policies/strategies*

Performance Measures:

- Under development

GOAL #3

Respectful, effective municipal-provincial relationships that strengthen the quality of local governance for the benefit of Saskatchewan residents

OBJECTIVE 1 – *Department services and provincial funding that strategically assist municipal governments in governing and meeting the needs of their residents*

Performance Measures:

- Number and per cent of municipalities whose financial reporting statements are compliant with Public Sector Accounting Board standards, filed on time and electronically
- Number and percentage of municipalities with planning bylaws in place

OBJECTIVE 2 – *A respectful and positive relationship between the provincial government and municipal partners and other interest groups*

Performance Measure:

- The level of satisfaction of municipal associations and larger cities with the Department

OBJECTIVE 3 – *A legislative framework that provides clear municipal and provincial responsibilities and balances local autonomy with provincial and public interests*

Performance Measures:

- Under development

OBJECTIVE 4 – *A property tax system that is fair, transparent and understandable and reflects provincial interests*

Performance Measure:

- Per cent of people who have full access to detailed property tax assessment data without having to file an appeal (subject to confidentiality legislation that protects personal information)

GOAL #4

Saskatchewan's identity, heritage and the achievements of our people are honoured, promoted and celebrated

OBJECTIVE 1 – *The Province's recognition programs and symbols are reflective of our Province's diversity*

Performance Measures:

- Proportion of Aboriginal people, women and rural/small urban (including northerners) in Honours and Awards nominations
- The Premier's Award for Excellence in the Public Service:
  - ~ Number of nominations received
  - ~ Number of departments represented in nominations
- The Saskatchewan Protective Services Medal:
  - ~ Number of nominations received
  - ~ Number of eligible agencies represented in nominations

OBJECTIVE 2 – *Government House Heritage Property is an integral part of Saskatchewan's centennial celebrations*

Performance Measure:

- Awareness of Government House Heritage Property

2005-06 Financial Overview

The Department of Government Relations is composed of three distinct divisions: Municipal Relations, Intergovernmental Relations, and the Provincial Secretary. While each division focuses on specific priorities, the work of each division also complements priorities in other divisions.

In 2005-06, total budgeted expenditures for the Department are $161.488 million. The majority of this amount (over $143 million) is required to provide financial assistance to municipalities, while the remainder is required to deliver programs related to Intergovernmental Relations, the Provincial Secretary and central services.

The following table outlines departmental spending by function:

2005-06 ESTIMATES	*(thousands of dollars)*
Central Management and Services	$ 5,329
Intergovernmental Relations	4,409
Municipal Financial Assistance	143,308
Municipal Relations	5,113
Provincial Secretary	2,255
Saskatchewan Municipal Board	1,071
Total Appropriation	$ 161,485
Capital Acquisitions	-
Amortization	3
Total Expense	$ 161,488
FTE Staff Complement	181.5
REVENUES	$ 17,087

The increase in funding in 2005-06 within the Municipal Financial Assistance sub-vote is the result of the new Municipal Rural Infrastructure Fund (MRIF) and the Canada Strategic Infrastructure Fund (CSIF) programs. Government Relations' key actions for 2005-06 reflect the impact that the new MRIF and CSIF programs will have on the Department.

Total estimated revenue for 2005-06 is $17.087 million. The majority of this amount includes revenue for federal-provincial cost-sharing agreements, such as the new MRIF.

Trends and Issues

Government Relations operates in an environment based on relationships with governments, organizations and communities. These relationships provide opportunities to further Saskatchewan's interests in social, economic and cultural arenas. We are responsible for administering numerous programs and services within a continually changing environment. This section outlines some of the key external issues we face. Our performance plan includes key actions that outline the specific ways we will work to overcome the challenges that these issues present. As well, our performance measures have been developed to measure our progress in this regard.

GLOBAL/INTERNATIONAL

Saskatchewan's development prospects continue to be directly affected by such global/international trends as:

- the evolving patterns of international economic integration, or globalization
- the related regionalization of the global economy, and Canada's response to it in the form of new policies and programs dealing with the North American economic space, 'emerging' markets such as Brazil, China and India, and 'mature' markets such as the European Union, Japan and South Korea
- the advent of international terrorism, and the affects on the Province of security-related responses to it
- the growth and international dispersion of information and communications technology (ICT), which is profoundly impacting the 'tradeability' of service-industries and increasing citizens' ability to participate in political decision-making and government service delivery

Saskatchewan is also competing with other provinces and countries to attract skilled workers, farmers and business people from key countries and world regions to address skilled labour shortages and support economic growth in our province. The key source countries for immigration to Saskatchewan are changing with more immigrants now coming from counties in the Asia-Pacific, Eastern Europe and Middle East regions who may face greater challenges in settling due to differences with language, culture and credentials.

NATIONAL

The intergovernmental landscape has changed recently. Intergovernmental sanction (support of Premiers) through the Council of the Federation may become more important in terms of legitimizing federal positions on key issues, such as social policy.

The Government of Canada's current foreign policy review will influence how the Province formulates and advances its international (including trade) policies and programs in future. Saskatchewan and other provinces are increasingly focused on immigration as a tool to improve labour market outcomes, address skill shortages, strengthen local economies and contribute to a diverse population that has access to international markets. As part of that strategy, we are working with the federal government and other provincial governments to ensure that immigration policies and programs are fine-tuned to respond to the needs of employers and communities.

The federal government has a renewed interest in cities and communities and a new agenda in this respect. The recently created federal Ministry of State for Infrastructure and Communities was formed to advance the federal agenda for a "New Deal for Cities and Communities". The new deal has three main elements: new federal money and funding sources to provide more stable, predictable and long-term municipal funding; new relationships and partnerships involving the three levels of government and the private and not for profit sectors; and new ways of making decisions federally with respect to municipalities.

New action plans at the federal and interprovincial/territorial levels in Francophone affairs are also creating opportunities for regional and intergovernmental initiatives with a view to providing better services to Francophones.

PROVINCIAL

As a society in search of higher quality of life, there are rising expectations from all segments of the population, creating an increasing demand for public goods and services. Residents expect their municipalities to maintain their communities' infrastructure, deliver the same or better services and respond to new issues brought about by social and economic change. Changing demographics and social and economic conditions challenge the capacity of communities to meet developing public expectations and needs. Saskatchewan residents continue to move from towns, villages and rural municipalities to the cities. A number of communities in northern Saskatchewan continue to grow. There are a growing number of seniors and people of Aboriginal ancestry in the Province with an out-migration of young adults. There are proportionately more seniors living in towns, villages and rural municipalities than there are in cities. The creation of Treaty Land Entitlement reserves and inner-city issues are creating new conditions for municipalities to manage. Within this environment, the Department is working with the municipal sector to develop initiatives that will address municipal capacity and service issues.

The Department also faces challenges in attracting new immigrants to Saskatchewan to address skilled labour shortages arising from demographic challenges. According to the 2003 study, Demographic Trends in Saskatchewan, by Doug Elliott, Saskatchewan has the smallest workforce age population (age 20-64) in Canada combined with the projected loss of 50,000 to 100,000 "baby boomers" from the workforce in the next 10 to 15 years that will not be offset by the estimated 30,000 to 40,000 Aboriginal young people who will enter the workforce.

Like other small provinces, Saskatchewan has received a declining share of Canada's immigration in recent decades and communities, service and cultural organizations, and businesses have comparatively little experience in welcoming and supporting new immigrants so that they settle successfully and become permanent residents in their new communities.

There is growing interest among Saskatchewan employers, municipal leaders and businesses in using immigration as a response to labour market and demographic needs. However, we have limited service delivery and community capacity to respond to newcomers' settlement needs and help them integrate. Facilitating better linkages between immigrant service providers and employers, and involving local communities in creating a supportive and welcoming environment for newcomers, may help to improve their long-term retention in Saskatchewan communities.

Saskatchewan's centennial is an opportunity to celebrate our past and present and to look forward. While spearheaded by the Saskatchewan Centennial 2005 Office, Provincial Secretary is a major player in the centennial. The Province will be recognizing many citizens through programs and celebratory events organized and co-ordinated by the Provincial Secretary (Office of Protocol and Honours, Government House and Office of the Lieutenant Governor).

Changes from 2004-05 Performance Plan

Effective October 1, 2004, the Department of Government Relations and Aboriginal Affairs (GRAA) was restructured into two separate departments. The new Department of Government Relations (GR) retained all functions and programming of the former Department of GRAA, except for its Aboriginal Affairs Division. As such, the fundamental elements (goals, objectives and performance measures) for the Department's 2005-06 plan are the same as those included in GRAA's 2004-05 plan (minus those elements that related to the Aboriginal Affairs Division).

Goals, Objectives, Actions and Measures

This section identifies where the Department is headed through a description of its goals and objectives for 2005-06 and beyond. Key actions that will be undertaken by the Department in 2005-06 to achieve its objectives are also listed. Finally, performance measures are included so the public will be able to gauge the Department's progress in advancing its objectives.

A key cost driver that will have an impact on both our performance and financial results relates to federal-provincial funding provided to municipalities for infrastructure projects. In particular, funding is required for the Canada-Saskatchewan Infrastructure Program (CSIP), which ends in 2005-06, and the first year of the new Canada-Saskatchewan Municipal Rural Infrastructure Fund (CSMRIF), which provide federal and provincial financial assistance to urban, rural and northern municipalities for construction of high priority infrastructure projects, such as water and waste water systems, water management, solid waste management, recycling, improving the energy efficiency of buildings and facilities owned by local governments and roads and bridges. The actual funding spent each year depends on the progress of the projects undertaken by the municipalities. This impacts program results, as the number of projects undertaken by the municipalities and the progress of the projects can be less than what is approved under the program.

GOAL #1

Canada's constitutionally recognized communities and people are acknowledged, respected and supported within our Province and federation

OBJECTIVE 1 – *Enhance the delivery of French-language services in Saskatchewan in sectors important to Saskatchewan's Francophone community*

The Government of Saskatchewan French-language Services Policy adopted in September 2003, states the provincial government's commitment to enhance French-language services and sets out goals with respect to communication, service delivery and development, and consultation with the Fransaskois community. The Fransaskois community has a blueprint for community development called the *Plan de développement global (PDG)*. The *PDG* is a comprehensive development plan that outlines a vision, mission, values, operational sectors, activity sectors and desired outcomes. The eight priority activity sectors are: arts, culture and heritage; communications; economic development; education; home and spirituality; politics and law; health; and sports and recreation.

Key Actions for 2005-06

- Implement the Government of Saskatchewan French-language Services Policy by consulting with departments and key agencies to update the workable timeframe and realistic guidelines and to facilitate projects.
- Prepare the annual report detailing progress in achieving the service goals as set out in the French-language Services Policy.
- Maintain effective consultation between the Government of Saskatchewan and the Fransaskois community through a minimum of four meetings per year of the Provincial Government-Francophone Community Joint Liaison Committee on French-language Services.
- Facilitate partnerships with the Fransaskois community and support achievement of service goals under the French-language Services Policy through regular meetings of the OFLC Department Liaison Network.
- Collaborate with federal, provincial and territorial counterparts on establishing mechanisms to facilitate joint/multilateral French-language services initiatives.
- Ensure effective use of funding provided under a renewed Promotion of Official Languages Agreement for provincial French-language services initiatives.

What are we measuring?	**Where are we starting from?**	
Per cent of survey respondents indicating that they are familiar with the OFLC and the services it offers (broken down by stakeholder group)	Federal government	100%
	Provincial government	98%
	Francophone community	89%
	[January 2005]	

The level of awareness of key stakeholders was determined to be one of two sets of data that were the most accessible, affordable and relevant. This data is linked to the objective because the effectiveness of OFLC's work as a central co-ordinating agency is key to enhancing the delivery of French-language services in the Province. In order for the OFLC to be effective in its role to guide and monitor the application of the Government of Saskatchewan French-language Services Policy, all stakeholders must first be aware of and understand the OFLC's function.

The OFLC interacts on a regular basis with three sets of key stakeholders: Fransaskois community organizations, provincial civil servants, and federal government employees in Saskatchewan. The OFLC works with provincial departments and agencies and the Fransaskois community to align opportunities for service enhancement with identified needs. The OFLC also pursues opportunities with federal counterparts, given that the federal government remains an important partner for French-language initiatives in the Province. The survey was sent to 93 provincial government employees, of whom 51 per cent responded, 108 Francophone community employees and elected representatives, of whom 18 per cent responded and 26 federal government employees, of whom 27 per cent responded.

What are we measuring?	Where are we starting from?	
Per cent of survey respondents indicating that they are satisfied with the quality of service(s) they receive from the OFLC (broken down by stakeholder group)	Federal government	71%
	Provincial government	91%
	Francophone community	74%
	[January 2005]	

The level of satisfaction of key stakeholders is the second of the two sets of data that were the most accessible, affordable and relevant. It represents another element needed for the OFLC to be effective in its central, co-ordinating role. Stakeholders must see OFLC involvement as value-added and this can be measured by their level of satisfaction with the services provided.

The survey was sent to 93 provincial government employees, of whom 51 per cent responded, 108 Francophone community employees and elected representatives, of whom 18 per cent responded and 26 federal government employees, of whom 27 per cent responded.

GOAL #2

Saskatchewan's social, economic, and constitutional interests are advanced, and its values are recognized and reflected, within a strong, united Canadian federation and within the international community

OBJECTIVE 1 – *Saskatchewan makes maximum use of intergovernmental instruments and fora to ensure that developments within Canadian federalism are: respectful of the constitution; enable the Province to fulfill its responsibilities to citizens; and advance provincial policy priorities and interests*

Within the federation, the actions and policies of the federal government, and other governments have an impact on Saskatchewan. It is important that Saskatchewan manage its intergovernmental relations in a fashion that impacts positively on these actions and policies, while at the same time supporting provincial interests and objectives, and minimizing risks and costs to the Province.

The performance of GR in relation to this objective depends, in part, on the Department's ability to establish effective interest based relationships with other governments, and decision-makers. The ability of the Department to gauge progress in this respect is limited as a result of concerns related to data integrity, data meaningfulness and costs of data capture. The Department is, however, continuing to work toward the development of a meaningful, appropriate and cost-effective performance measure for this objective.

Key Actions for 2005-06

- Provide strategic intergovernmental advice and support, to advance Saskatchewan's priorities and interests in the following areas:
  - ~ developing an agenda for a successful First Minister's Meeting on Aboriginal Issues that will result in concrete measures to improve the social and economic well-being of Aboriginal people
  - ~ developing a federal-provincial-territorial national child care program
  - ~ monitoring the implementation of the "10-Year Plan to Strengthen Health Care" and the Aboriginal Health Blueprint
  - ~ monitoring the implementation of the interim Equalization formula for 2004-05 and 2005-06 and the development and implementation of a new Equalization formula
- Work with lead departments and agencies in the development and advancement of Saskatchewan's strategic policy positions associated with a range of economic, human resource and sustainable development initiatives set out in the federal Throne Speech. These include climate change, regional/sectoral development, the federal government's New Deal for Cities and Communities, a new Workplace Skills Strategy, regulatory reform, the Green Economy, and services to Aboriginal people.
- Staff and co-ordinate the preparation of material for the Premier's participation in First Ministers' Meetings, Council of the Federation Meetings, The Western Premiers' Conference, The Western Governors' Association, and other bilateral meetings with federal, provincial and international counterparts.
- Improve the strategic focus of the Province's international relations by:
  - ~ working with departments, agencies and key stakeholders on developing and implementing a new government-wide strategic policy/program framework
  - ~ developing and implementing proactive positioning initiatives for Saskatchewan in key priority countries, starting with the U.S.
  - ~ staffing the Premier on Team Saskatchewan missions abroad

What are we measuring?	**Where are we starting from?**
Under development	Under development

OBJECTIVE 2 *– Working within the scope of its jurisdictional responsibilities, Saskatchewan uses immigration as a tool to support its economic and labour market objectives, and works with other governments, stakeholders and communities to help in the effective settlement of immigrants and refugees*

As in other small provinces, Saskatchewan's share of immigration to Canada has dropped significantly over the past two decades. While immigration is primarily a federal responsibility, the Province has taken actions to attract more skilled workers and economic immigrants, primarily through the Saskatchewan Immigrant Nominee Program (SINP). According to the 2003 report,

Demographic Trends in Saskatchewan, Saskatchewan has a projected loss of 50,000 to 100,000 workers from the labour force over the next 10 to 15 years, due to retirements which will only partially be offset by increasing Aboriginal labour force entrants. Immigration can contribute to meeting Saskatchewan's labour market needs, its economic development, and its diversity.

Under the SINP, Saskatchewan can define its own immigration priorities and selection criteria, and attract the type of immigrants it needs to address labour market and economic goals. Saskatchewan nominates prospective immigrants to the federal government who are reviewed by the appropriate federal visa post for health, security and criminality concerns. If no concerns are found, the visa post issues a permanent residence visa to the applicant enabling him or her to move to Saskatchewan. The Department also works with service organizations and other federal and provincial departments to co-ordinate efforts to help settle and retain immigrants and refugees when they arrive and to provide effective services to help newcomers advance in Saskatchewan's labour market.

To date, only one performance measure has been developed to gauge progress in achieving this objective. In the future, the Department will work toward the development of further appropriate, meaningful and cost-effective performance measures related to this objective. Presently, a significant challenge in this respect is the unavailability of information regarding the socio-economic status and retention of immigrants in Saskatchewan.

Key Actions for 2005-06

- Address labour market needs and economic development opportunities through the SINP by:
  - ~ Increasing Saskatchewan employers' awareness of the SINP and international recruitment opportunities, including overseas emigration fairs and overseas training or employment institutions
  - ~ Expanding the SINP health professions category to include all skilled health occupations
  - ~ Increasing the types of businesses eligible under the SINP Business Category
  - ~ Considering options for continuing and/or expanding the Saskatchewan Trucking Association pilot project for long haul truckers, and, in response to industry sector interest, considering additional pilot projects in semi-skilled occupations
  - ~ Developing greater community capacity to attract and settle immigrant skilled workers by introducing a Community Support Plan into the SINP
- Work with the federal government, other provincial departments and immigration stakeholder agencies to increase the benefits of immigration to Saskatchewan by:
  - ~ Implementing a Canada-Saskatchewan Contribution Agreement for the delivery of Enhanced Language Training (ELT) services in Saskatchewan in 2005-06, based on planning and development work and consultations completed in 2004-05
  - ~ Implementing an immigrant internship project with community partners to establish work opportunities for immigrants to help them advance in the labour market

- Supporting an initial implementation phase of the project with the Saskatchewan Association of Immigrant Settlement and Integration Agencies (SAISIA), to design and implement a service model to better integrate, co-ordinate and enhance settlement services
- Re-negotiating the Canada-Saskatchewan Immigration Agreement with the federal government and negotiating amendments to the Canada-Saskatchewan Agreement on Provincial Nominees to remove limitations on the maximum number of nominees
- Working with Citizenship and Immigration Canada (CIC) and the Assemblée communautaire fransaskoise (ACF) to increase immigration to Francophone communities
- Implementing and monitoring the Memorandum of Understanding (MOU) with CIC for a second year work permit pilot project with Saskatchewan Learning and post-secondary institutions and negotiating an additional MOU on foreign students with CIC
- Working with other departments and the federal government to enhance presentation of information on Saskatchewan immigration opportunities, settlement services and employment opportunities through federal, provincial and non-government Internet sites

What are we measuring?	**Where are we starting from?**
Number of provincial nominees per year under the Saskatchewan Immigrant Nominee Program (SINP)	180 *[March 2004]*

The SINP is Saskatchewan's only directly administered immigration program. All other immigrants enter under federally administered immigration classes. Saskatchewan's level of nominees is affected by the level of growth and job creation in the Saskatchewan economy, and by competition from other provinces and countries who are also facing labour market shortages and attempting to attract immigrants. Take-up of the program is also affected by the length of federal case processing times, which can make it difficult to meet the needs of Saskatchewan employers in a timely manner.

The number of nominees measures the effectiveness of Saskatchewan's immigrant attraction efforts. Current information on the socio-economic status and retention of immigrants in Saskatchewan is not available and would require additional research expenditures.

OBJECTIVE 3 – *Market access for Saskatchewan's exports is increased in a manner consistent with the Government's economic, social, environmental and Aboriginal development policies/strategies*

Saskatchewan is one of the most export-oriented provinces in Canada – in 2003, for example, the value of our exports of goods and services amounted to approximately 65 per cent of the Province's total Gross Domestic Product (GDP) in real terms. By value, some 58 per cent of our exports was destined to international markets, and about 42 per cent went to other domestic

Canadian markets in 2003 (Source: Provincial Economic Accounts, November 2004). As the Province's current economic development strategy, *Partnership for Prosperity* recognizes, negotiating enhanced and secure access to other markets is essential to the Province's current and future economic performance. However, it is important that such access is also supportive of other provincial development objectives.

The ability of the Department to directly control the outcomes of such negotiations and/or disputes, and therefore to achieve this objective, is very limited. Internationally, the Province is not at any of the negotiating tables and can, like the other 12 provincial/territorial governments in Canada, only advise our federal negotiators about Saskatchewan's interests. Domestically, Saskatchewan is only one of 14 jurisdictions at the negotiating table. The Department is consulting with other provincial governments that have attempted performance measurement in this area to determine whether a quantitative or qualitative approach is most appropriate under these circumstances.

Key Actions for 2005-06

- Identify/achieve Saskatchewan's objectives in priority negotiating forums internationally [i.e., The World Trade Organization (WTO), The North American Free Trade Agreement of the Americas (NAFTA), the proposed Canada-South Korea Free Trade Agreement] and domestically [i.e., The Agreement on Internal Trade (AIT)].
- Successfully defend/advance Saskatchewan measures/interests in priority trade disputes (i.e., beef/cattle, oilseeds, softwood lumber, live swine, wheat).

What are we measuring?	**Where are we starting from?**
Under development	Under development

GOAL #3

Respectful, effective municipal-provincial relationships that strengthen the quality of local governance for the benefit of Saskatchewan residents

OBJECTIVE 1 *– Department services and provincial funding that strategically assist municipal governments in governing and meeting the needs of their residents*

Municipalities benefit from provincial advisory and professional assistance and funding in order to meet the needs of their residents. The Department works with the Saskatchewan Association of Rural Municipalities (SARM), the Saskatchewan Urban Municipalities Association (SUMA), the Rural Municipal Administrators Association of Saskatchewan (RMAAS), the Urban Municipal Administrators Association of Saskatchewan (UMAAS), and the New North – SANC (Saskatchewan Association of Northern Communities) to build planning and administrative capacity in municipalities and provide funding to ensure provincial and public interests are protected. The Department assists municipalities in the key areas of building municipal leadership and administrative skills, compliance with legislation, regulations and financial requirements, and

developing community land use plans and zoning bylaws, and provides funding to address critical municipal infrastructure needs, such as water and sewer, and for municipal services.

Key Actions for 2005-06

- Implement the new Canada-Saskatchewan Municipal Rural Infrastructure Fund (CSMRIF) and individual projects under the Canada Strategic Infrastructure Fund (CSIF) and pay out the remaining $26 million under the CSIP to previously approved projects to address critical infrastructure needs. The CSMRIF will provide $38 million of provincial funding over four years to match federal funding, with participating communities contributing one-half of the project costs, for a total potential investment of $152 million. In 2005-06, $9.5 million will be allocated under the CSMRIF.
- Address critical northern municipal infrastructure needs by:
  - ~ providing funding through the Northern Water and Sewer Program ($6.3 million is available, of which $4 million is from CSIP) and the Northern Emergency Water and Sewer Repair Program and for engineering water and sewer advice to northern communities ($395,000), and incremental northern revenue sharing funding for water and sewer projects ($822,000)
  - ~ establishing and implementing a long-term strategy to address northern water and sewer needs
- Allocate $85 million in Revenue Sharing to municipalities.
- Implement the Regina and Saskatoon urban development agreements to address priority areas based on intergovernmental co-ordination.
- Implement the Northern Revenue Sharing Trust Account strategic plan.
- Establish and implement as a pilot project a Northern Advisory Planning Commission in the La Ronge area that will be responsible for land use issues.
- Review the Northern Revenue Sharing distribution formula for municipalities.
- Assist municipalities in complying with legislation, regulations and financial reporting.
- Build municipal capacity by enhancing municipal governance, planning and administration learning opportunities through:
  - ~ the municipal leadership development program
  - ~ providing planning, administrative and technical advice
- Assist and support the Great Sand Hills Planning District Commission and affiliated municipalities with enhancing local land use administration processes to support the recommendations of the Great Sand Hills Lands Use Strategy Review.
- Focus providing services to municipal officials and the general public through web-based resources, including:
  - ~ on-line planning and advisory information
  - ~ on-line regulatory reviews
  - ~ portals to other information and services

What are we measuring?

Number and per cent of municipalities whose financial reporting statements are compliant with the Public Sector Accounting Board (PSAB) standards, filed on time and electronically (broken down by southern and northern municipalities)

Where are we starting from?

Compliance with PSAB
795 or 100% for southern
19 or 80% for northern

Filed on time
688 or 87% for southern
9 or 38% for northern

Filed electronically
0 or 0% for southern
0 or 0% for northern

[2003; latest data available]

Financial information is to be compliant with PSAB standards. The Canadian Institute of Chartered Accountants sets PSAB accounting standards for public sector financial reporting. The Provincial Auditor has repeatedly called for these standards. Filing information that meets the PSAB standards and is on time (by June 1 for rural municipalities, July 1 for small urban municipalities and September 1 for cities, of the following year) contributes to timely municipal accountability and transparency to the ratepayers and good local government. Electronic information is more efficient. This information is also used by the Department to allocate funding to the municipalities. The Department monitors the financial information to ensure it is filed in accordance with the legislation, follows up on missing reports and assists the municipalities in filing the required information. Penalties can be applied if there is non-compliance. The Department has a significant level of influence over the results by assisting municipalities in completing the reports and applying penalties, if needed.

What are we measuring?

Number and percentage of municipalities with planning bylaws in place

Where are we starting from?

459 out of 807 municipalities (57%)
[2004]

A community plan can provide a vision of goals, objectives and principles that can contribute to building a stronger community. While municipalities are not required to have community planning bylaws, effective planning can co-ordinate infrastructure and services, support accountability and transparency, encourage economic development and promote sustainable environmental resource management. The Department is responsible for promoting and overseeing community planning and development policies in Saskatchewan that facilitate economic opportunities through municipal and community development processes. Some municipalities may not have the capacity or resources to develop and administer municipal planning bylaws. The Department will provide training sessions, workshops and guidance to municipalities on development and zoning issues.

OBJECTIVE 2 *– A respectful and positive relationship between the provincial government and municipal partners and other interest groups*

A respectful and positive relationship is required between the provincial government and its municipal partners and other interest groups to be able to work together in a collaborative manner to ensure that the needs of Saskatchewan residents are met. The Department works with SUMA, SARM, New North-SANC, the Provincial Association of Resort Communities (PARCS), RMAAS, UMAAS, the cities and other organizations to ensure mechanisms are in place for open communication.

Key Actions for 2005-06

- Continue to negotiate and implement an agreement entered into with the federal government and the municipal sector on the federal New Deal for Cities and Communities to capture new federal funding for municipalities.
- Continue to use the Municipal Forum for joint planning, consulting and collaborating with the municipal sector to advance key priorities involving the municipal sector.
- Review revenue sharing under the Municipal Forum.
- Restructure the Northern Roundtable meeting process to make it more effective for joint planning, consulting and collaboration with northern municipalities.
- Co-ordinate a minimum of three formal sessions of the Department-Municipal Steering Committee of Senior Executives to develop programs, services and partnerships.
- Continue to work with municipal partners to address municipal governance and administration issues.

What are we measuring?

The level of satisfaction of municipal associations and larger cities with the Department

Where are we starting from?

78% were satisfied with the way Municipal Relations shared information

78% were satisfied with Municipal Relations' formal and informal consultations

82% were satisfied with the partnership and joint initiatives between Municipal Relations and municipal partners

86% were satisfied with Municipal Relations' participation in municipal partners' events

84% were satisfied with the working relationship between Municipal Relations and municipal partners

[February 2004]

Municipal associations' and larger cities' satisfaction with the Department in these key areas has been determined by independent interviews. Nineteen interviews were undertaken by an outside consultant. The level of municipal satisfaction in these key areas indicates to what extent there is a respectful and positive relationship between the Department and the municipal partners.

OBJECTIVE 3 *– A legislative framework that provides clear municipal and provincial responsibilities, and balances local autonomy with provincial and public interests*

For efficient and effective government, it is important that the roles and responsibilities of local governments and the provincial government are clearly defined in legislation, that local governments have the authority and flexibility to deal with local issues and that provincial involvement is removed where there is no overriding provincial interest. At the same time, local governments should be accountable and public interests must be protected. The Department consults with SARM, SUMA, RMAAS, UMAAS, New North-SANC, the cities and other organizations regarding legislative changes.

The ability of the Department to gauge progress in achieving this objective is limited by the policy-oriented nature of the objective. The Department is, however, continuing to work toward the development of an appropriate, meaningful and cost-effective performance measure in this respect.

Key Actions for 2005-06

- Enact and implement *The Municipalities Act* to establish the municipal legislative framework for rural Saskatchewan.
- As part of the renewal of *The Planning and Development Act, 1983*, amend the act in 2005 to address city issues regarding increasing planning autonomy and flexibility to match their capacity, and implement amendments.
- Undertake phase 2 of the renewal of *The Planning and Development Act, 1983*, to establish provincial interests, encourage regional planning and require municipalities to establish land use plans and bylaws to protect water sources.
- Review *The Northern Municipalities Act* to modernize it and standardize it as much as possible with *The Municipalities Act*.
- Enact and implement a new Lloydminster Charter that provides the city with natural person powers and spheres of jurisdiction and establishes public accountability requirements, similar to *The Cities Act*.
- Implement regulations on public reporting of pricing and capital investment information on municipal waterworks that are to be effective July 1, 2006.
- Amend *The Local Government Election Act* in respect to new local circumstances caused by school board amalgamations.
- Complete a review of the provisions in the various municipal acts concerning liability.

What are we measuring?	Where are we starting from?
Under development	Under development

OBJECTIVE 4 *– A property tax system that is fair, transparent and understandable and reflects provincial interests*

Each year, approximately $1.1 billion is collected by municipalities in municipal and school property taxes. It is important that the property tax system is fair and that Saskatchewan people understand the property tax system and how their property taxes are determined. The Department works with SUMA, SARM, UMAAS, RMAAS, SAMA and commercial and residential groups to ensure appropriate tax tools are available to the municipalities and to set percentages of value for revaluations, and to provide advice to Government on the funding, structure, transparency and accountability of SAMA.

The performance measure for this objective does not specifically measure fairness of the property tax system, how understandable it is and whether provincial interests are being achieved. Provincial, social and economic interests are achieved by implementing provincial government percentages of value for property classes. It is difficult to develop specific measurements of fairness and understandability of the property tax system that would be reasonably easy to implement and meaningful to the public.

Key Actions for 2005-06

- Monitor new SAMA funding and governance changes to ensure a sustainable and stable assessment system, as recommended by the Boughen Commission.
- Implement changes from the review of the revaluation cycle and where the audit function should reside, to address the Boughen Commission concerns and ensure quality assessments.
- Continue to monitor local government property tax tools in conjunction with implementation of the 2005 revaluation and collaborate with the Department of Learning and other departments to develop recommendations regarding property tax tools.
- Assist Saskatchewan Learning with the implementation of education property tax relief.
- Continue to monitor changes to improve the integrity and reliability of the assessment and property tax system and recommend any needed legislative changes.

What are we measuring?	Where are we starting from?
Per cent of people that have full access to detailed assessment data without having to file an appeal (subject to confidentiality legislation that protects personal information)	18% *[2003; latest available data]*

Currently, there are seven assessing authorities serving municipalities across the Province. For 2001, none of the assessing authorities provided full public access to detailed assessment data (exception – the City of Regina allowed access to residential information only). In 2002, due to Court of Queen's Bench and Board of Revision challenges, all data was made accessible once an appeal was launched.

With full access to the detailed assessment information, property tax payers can determine how the assessor calculated the fair value of their property. This is consistent with the principle of transparency. Transparency of information strengthens the property taxpayers' understanding of the assessing authorities' determination of their fair value assessment.

Property taxpayers can use this information to determine whether their property was valued fairly and accurately and whether an appeal should be undertaken.

If public access to this information continues to be limited, legislative changes can be considered to require assessing authorities to provide public access to the detailed assessment information used to determine their fair value.

GOAL #4

Saskatchewan's identity, heritage and the achievements of our people are honoured, promoted and celebrated

***OBJECTIVE 1** – The Province's recognition programs and symbols are reflective of our Province's diversity*

It is important to have recognition programs and symbols in our society. Symbols officially represent who we are as Saskatchewan residents and what our economy and society are about. Recognition programs are a way of bestowing public recognition on deserving citizens who contribute to the well-being of us all. Our recognition programs and symbols should be reflective of the diversity of our society.

Key Actions for 2005-06

- Co-ordinate, promote and manage the Saskatchewan Protective Services Medal.
- Actively promote, co-ordinate and manage the Premier's Award for Excellence in the Public Service to all eligible departments/agencies.
- Implement the *Centennial Medal* Program.
- Manage Centennial plans as they relate to Government Relations' mandate, in conjunction with the Centennial 2005 office.

What are we measuring?	Where are we starting from?
Proportion of Aboriginal people, women and rural/small urban (including northerners) in Honours and Awards nominations	Aboriginal – 4% Women – 30% Rural/small urban – 32.5% *[March 31, 2004]*

Our population is comprised of a number of diverse groups, among them Aboriginal people, women and those in rural and small urban areas. 2001 statistics indicate that 64 per cent of Saskatchewan's population lives in urban and 36 per cent live in rural Saskatchewan (Source: Saskatchewan Fact Sheet, Bureau of Statistics, 2004). By measuring the number of nominations received from these various groups for the Saskatchewan Order of Merit, and the Saskatchewan Volunteer Medal, we will have an indication of how well these programs reflect the diversity in our population.

What are we measuring?	Where are we starting from?
The Premier's Award for Excellence in the Public Service:	
• Number of nominations received	21 nominations
• Number of departments represented in nominations	10 departments/agencies *[2004-05]*

Our public servants come from a variety of backgrounds. By measuring the number of nominations received and the number of awards bestowed, we will have an indication of whether this program reflects the diversity of departments within the public service.

What are we measuring?	Where are we starting from?
The Saskatchewan Protective Services Medal:	
• Number of nominations received	497 nominations
• Number of eligable agencies represented in nominations	9 out of 11 eligible agencies *[2003-04]*

Individuals who work in areas that protect Saskatchewan people and property come from a diverse population throughout the Province. By measuring the number of nominations received and the number of awards bestowed, we will have an indication of how this program reflects the diversity of agencies within the Province.

***OBJECTIVE 2** – Government House Heritage Property is an integral part of Saskatchewan's centennial celebrations*

Commemoration of historical information and preservation of artifacts are an important way to honour our past. Government House Heritage Property is a National Historic Site that had a significant role in shaping the political and social character of Western Canada as it developed during the late nineteenth and early twentieth centuries. Government House is a working museum that serves as a landmark and legacy for residents of Saskatchewan.

Key Actions for 2005-06

- Produce media ads (radio, print, signage, and bill board) promoting, marketing and celebrating Government House as a tourism destination point.
- Poll/survey Saskatchewan residents to ensure promotional materials are broad-based and educational.
- Complete the Government House Centennial addition and celebrate it with a grand opening ceremony during the provincial centennial year.
- Build an interpretive centre within historic Government House to be completed and celebrated at the grand opening during the provincial centennial year.
- Enhance Government House education programs by featuring the history of Canadian governance, the role of the Lieutenant Governor and the history of treaties.
- Determine the types of marketing vehicles that attract visitors and tourists to Government House.

What are we measuring?	**Where are we starting from?**
Awareness of Government House Heritage Property	51% *[January 2002; latest data available]*

This measure quantifies the number of survey respondents in a public opinion poll that indicate that they were aware of the Government House Heritage Property.

The centennial addition is already drawing considerable public attention to Government House Heritage Property and is a key Saskatchewan Centennial Project. The grand opening of the Government House Centennial Project will take place during May 2005. This will enhance Government House's visibility and profile.

For More Information

Additional information about Government Relations (GR) is available on the Department's website, and can be viewed on the Internet at: www.gr.gov.sk.ca.

The website includes both general and more detailed information about the Department and its programs and services.

For further information about GR or to provide feedback about the Department's Performance Plan for 2005-06, please contact us:

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